PHILIP MORRIS MANAGEMENT CORP. INTER-OFFICE CORRESPONDENCE

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TO: Tom Osdene
Tony Andrade

DATE: September 24, 1991

FROM: Mary Pottorff

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SUBJECT:

If we review our various comments to date and set aside history and personalities, it is not difficult to make recommendations that bring into line logical management and fiscal accountability in those areas that are an anomaly to begin with, i.e., patents, patent litigation, INBIFO, ASFC, and C&B fees for EEC.

Likewise, to divide grants/contracts and consultants into ETS or Primary is easily accomplished. The assessment of continuation of individual projects needs additional input from Tom Osdene and Chuck Wall, if the primary issue work is shifted to Chuck.

However, more fundamental questions are far more difficult. Some considerations, but certainly not all, must address the functions of S&T, its responsibility to regional management, and the parameters of accountability. For example,

- What will be the operational activities of S&T?
  - Spokesmen for the company in Europe on ETS and Primary? Who decides what the company position will be?
  - Advisor to EEC and EEMA management or broad issues of smoking and health?
  - Resource to corporate affairs on ETS, Primary, Social Costs, Advertising, WHO?
  - Information and documentation retrieval, assessment and dissemination? For what, to whom?
- If grants/contracts are awarded and consultants retained for Primary work -- who should make the decisions, who should monitor and to whom would the fiscal and management responsibility be assigned?
- If grants/contracts are awarded and consultants retained for ETS work, should those decisions be made solely by S&T or should there be a coordination with NY/Richmond?

Attached is a summary of recommendations and a more detailed report which I hope incorporates all of our comments to date. Please review and comment.

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